



4. IMPLEMENTATION

4.1 Implementation Matrix

IMPLEMENTATION MATRIX

The Implementation Matrix includes the implementation items, proposed time line, potential participating parties and potential funding sources or resources that would be used to accomplish the implementation item.

Short term items would be implemented in 1-3 years.

Intermediate items would be implemented in 3-7 years. Long term items would take from 7-10 years for implementation.

The “Ongoing” timeline indicates items that the UMED Steering Team and the public considered for continued support and attention. This includes the UMED Steering Team facilitation process, community engagement, review of transportation and other infrastructure projects, and support of reinvestment in the District as examples.

It is anticipated that this plan would have a 5-7 year time line, with an evaluation of the plan and the success of it’s implementation coming in around the 7th year to determine at that time whether or not the plan should be updated.

The Implementation Matrix does not include the bulleted text found in the vision section description under some implementation items. The bulleted information will be used and considered during completion of those specific implementation items.

NO.	GOAL/IMPLEMENTATION	INITIATION TIMELINE*				POTENTIAL PARTICIPATING PARTIES	POTENTIAL FUNDING/ RESOURCES
		S	I	L	O		
2	QUALITY OF LIFE						
2.1	Consider the development of a UMED District Marketing and Branding Plan to create a cohesive identity and sense of place for the perimeter areas of the District.		●				
2.1.a	Fund and develop a UMED Marketing and Branding Plan for areas without a marketing and branding plan.		●			MOA LRP, Community Councils, Commercial Property Owners	Grants

VISION

GOAL

IMPLEMENTATION

INITIATION TIMELINE:
 S = SHORT TERM (1-3 Years);
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POTENTIAL PARTICIPATING PARTIES

POTENTIAL FUNDING/ RESOURCES

Figure 54. Hierarchy of the Implementation Matrix.

NO.	GOAL/IMPLEMENTATION	INITIATION TIMELINE*				PARTICIPATING PARTIES	FUNDING/ RESOURCES
		S	I	L	O		
1	SUPPORTING ORGANIZATIONAL MISSIONS						
1.1	Identify a comprehensive land use strategy for the entire District to allow for institutional growth and ancillary uses that support organizational missions.						
1.a	Fund and complete corridor studies adjacent to the District in key locations to allow for institutional growth and ancillary uses that support organizational missions.		●			MOA LRP	Grants
1.2	Shape future growth in accordance with the distinct values expressed in this plan						
1.2.a	Encourage the UMED organizations to seek Assembly approval of adopted master plans.				●	UMED Organizations, Developers, MOA LRP AND CP	UMED Organizations, Developers, MOA LRP AND CP
1.3	Develop community building opportunities for the public to better understand the operational challenges and development missions of the UMED organizations.						
1.3.a	Hold regular UMED District Steering meetings to discuss issues of mutual interest that could include housing, employment, and provide progress reports in those areas. The UMED Steering Team has committed to continue meeting on a quarterly basis to help fulfill this recommendation.				●	UMED Organizations, Developers, MOA LRP, Community Councils	MOA LRP, CC'S, UMED Steering Team
1.4	Educate and provide UMED organizations and stakeholders with guidance on how to apply District development standards including Title 21 and specifically Chapter 21.03.110-Institutional Master Planning.						
1.4.a	Conduct annual or bi-annual public education meetings on Title 21 updates to ensure understanding and use of code.	●				MOA LRP & CP, UMED Organizations, Stakeholders	
2	QUALITY OF LIFE						
2.1	Consider the development of a UMED District Marketing and Branding Plan to create a cohesive identity and sense of place for the perimeter areas of the District.						
2.1.a	Fund and develop a UMED Marketing and Branding Plan for areas without a marketing and branding plan.		●			MOA LRP, Community Councils, Commercial Property Owners	Grants
2.2	Plan for a pedestrian-oriented UMED Village to serve as the identifiable heart of the District to be a go-to destination for the District to serve the needs of residents, students, staff, and visitors.						
2.2.a	Fund and prepare a conceptual plan for the UMED Village.	●				MOA LRP, UMED Steering Team, Community Councils, Developers	Grants

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NO.	GOAL/IMPLEMENTATION	INITIATION TIMELINE*				PARTICIPATING PARTIES	FUNDING/ RESOURCES
		S	I	L	O		
3	QUALITY OF THE BUILT ENVIRONMENT						
3.1	Support development of an environmentally sustainable district through energy-efficient and cost-effective solutions in buildings, infrastructure, and other district programs.						
3.1.a	Encourage implementation of the recommendations from the 2013 Co-Generation Feasibility Study through a UMED pilot project.	●				MOA LRP, ML&P, Anchorage Assembly, Cogen Industry Partners, UMED Steering Team	
3.1.b	Apply the UMED District Design Guidelines to proposed major commercial, residential, and organizational development to ensure a cohesive, context sensitive development setting in the UMED District.				●	Developers, UMED organizations, MOA Departments	Developers, UMED organizations, MOA Departments
3.2	Develop a UMED District identity to unite the publicly-owned rights-of-way at primary entrances to the UMED (streetscape improvements, signage & way finding, colors and materials, outdoor furniture and fixtures, interpretive information, etc.).						
3.2.a	Fund and complete a UMED District Way-finding plan.		●			MOA LRP, Community Councils, UMED Steering Team, Commercial Property Owners	Grants
3.3	Analyze regulatory barriers to achieving desired development within the UMED District core and create partnerships to identify and resolve solutions to such regulatory barriers						
3.3.a	Work with stakeholders, design firms, engineers and contractors to identify and implement ways of streamlining review and approval processes.						
4	TRANSPORTATION AND MOBILITY						
4.1	Design and implement roadway sections that are complete streets accommodating pedestrians, active transportation, public transit, and vehicles.						
4.1.a	Identify and fund the following roadway system projects to facilitate multi-modal access, safety, reduce congestion, and parking.	●				MOA PM&E	AKDOT&PF STIP, AMATS
	4-R: University Lake Drive Extension from the arena round-about to a northern connection.	●				MOA PM&E	AKDOT&PF STIP
	5-R: Determine needed drainage and curb and gutter projects throughout the UMED District residential neighborhoods in conjunction with sidewalk project improvements.	●				Community Council, MOA PM&E	AKDOT&PF STIP, MOA PM&E CIP

NO.	GOAL/IMPLEMENTATION	INITIATION TIMELINE*				PARTICIPATING PARTIES	FUNDING/ RESOURCES
		S	I	L	O		
4	TRANSPORTATION AND MOBILITY						
4.2	Provide recommendations for the Northern Access Road Project to ensure trail connectivity, safe wildlife circulation, appropriate speed limit, overall design requirements, and mitigation of the construction, operation, wildlife and traffic impacts.						
4.2.a	1-MTP: Design the Northern Access Road to provide direct northern access to the UMED District to improve circulation of people and goods, relieve arterial streets, respond to projected traffic and development growth within the UMED District, and to create safer streets for motorized and non-motorized travel.	●				UMED Steering Team, Community Councils, Public	DOWL, AMATS, AKDOT&PF, MOA PM&E
4.3	Continue to support the pedestrian-friendly walking environment found in the UMED District.				●		
4.3.a	Nominate and fund the following proposed improvements to the pedestrian network.	●				AMATS & MOA PM&E	AMATS & MOA PM&E
	2-NM: Add sidewalks to Career Center Drive between Northern Lights Boulevard and Mallard Lane. This improvement would provide non-motorized connection into the central part of the UAA campus from Northern Lights Boulevard.	●				AMATS & MOA PM&E	AMATS & MOA PM&E
	3-NM: Add sidewalks to 42nd Avenue between Lake Otis Parkway and Dale Street.	●				AMATS & MOA PM&E	AMATS & MOA PM&E
	4-NM: Add sidewalks to Wright Street between 40th Avenue and Tudor Road.	●				AMATS & MOA PM&E	AMATS & MOA PM&E
	5-NM: Add sidewalks to Dale Street between 40th Avenue and Tudor Road.	●				AMATS, MOA PM&E	AMATS & MOA PM&E
4.3.b	Fund and complete District-wide non-motorized multi-modal transportation projects consistent with Anchorage area bike, pedestrian, and trail plans.		●			UMED Steering Team, Community Councils, Public	State Grant
4.4	Improve MOA and DOT&PF snow removal and storage procedures to allow greater pedestrian, bicycle, and transit usage.				●		
4.4.a	Work with MOA and DOT&PF Departments to increase snow removal functions as funding becomes available.	●				AMATS, MOA PM&E, Community Councils, UMED Steering Team, Public	MOA PME&E, AKDOT&PF
4.5	Nominate and fund a Transportation Demand Management (TDM) program for the UMED District.						

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		S	I	L	O		
4	TRANSPORTATION AND MOBILITY						
4.5.a	Complete a UMED TDM Study with recommendations for funding and implementation.	●				AMATS, PeopleMover, MOA PM&E, MATSU	AMATS, PeopleMover, AKDOT&PF, MOA PM&E, MATSU
4.5.b	Fund and construct off-site parking outside of the UMED District to meet demand for park-and-ride options and to support TDM program initiatives.		●			AMATS, PeopleMover, MOA PM&E, MATSU	AMATS, PeopleMover, AKDOT&PF, MOA PM&E
4.5.c	Fund and Implement the TDM program.		●				
4.6	Plan and Design new transportation facilities and multi-modal systems in ways that minimize impacts to natural resources including the wetlands, wooded areas, and wildlife corridors, while enhancing and maintaining the existing trails and corridors found in the District to the greatest extent possible.						
4.6.a	Implement adopted design guidelines for roadway cross-sections.				●	MOA PM&E	AKDOT&PF, MOA PM&E
4.6.b	1-PK: Fund and construct an expanded parking area at University Lake Park.	●				MOA PM&E and Parks	MOA PM&E and Parks
5	COMMUNITY AND PARTNERSHIPS						
5.1	Continue the established UMED District coordination process through the UMED District Steering Team with regularly scheduled quarterly meetings to leverage resources and implement the UMED District Plan.						
5.1.a	Establish and fund a part-time MOA staff position to facilitate district-wide coordinated efforts required to implement the UMED District Plan. This may include public outreach and communication, input on TDM district programs and activities, Chester Creek Watershed projects, grant writing and funding research, parks and trail planning, input on animal control and wildlife management issues, etc.	●				MOA Community Development	MOA Community Development
5.2.	Support food security research and projects that bring Alaska-grown food to the UMED District on a year-round basis through a small store, farmers markets, co-ops, and community gardens.						
5.2.a	Support food sustainability opportunities within the UMED District through grant applications, public outreach and community engagement to help support existing and new projects.				●	MOA, Community Councils, public, non-profits, farms	Grants

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		S	I	L	O		
5.2.b.	Identify appropriate locations within the District for fresh produce and food vendors.				●	MOA, Community Councils, public, non-profits, farms	Grants
6	NATURAL RESOURCES						
6.1	Develop and implement park management plans for University and Goose Lake parks within the UMED District.	●					
6.1.a	Fund and implement the University Lake and Goose Lake Master Plans that encourages uses and activities compatible with their natural setting and value, address the adverse impacts of park activities on neighboring property owners, and promote these sites as special community amenities.	●				MOA Parks, Anchorage Waterways Council, MOA Watershed Division	MOA, Grants
6.2	Educate and encourage citizen participation in environmental stewardship projects.		●				
6.2.a	Encourage stakeholders to organize and participate in environmental stewardship programs.		●			Anchorage Waterways Council, MOA Watershed Division	Anchorage Waterways Council, MOA Watershed Division
6.3	Design roadways and trails to minimize vehicle and human/animal conflicts.	●					
6.3.a	Install wildlife fences; provide adequate sight lines in roadway and trail corridors, incorporated adopted MOA roadway design standards.		●			MOA PM&E and Watershed, AKDOT&PF, Anchorage Waterways Council	MOA PM&E and Watershed, AKDOT&PF, Anchorage Waterways Council
6.4	Map and document wildlife corridors within the District and connections to surrounding habitat areas that includes recommendations for wildlife management and impact mitigation.		●				
6.4.a	Seek grant funding to complete and publish wildlife corridor research, mapping and project report for the UMED District.		●			Anchorage Waterways Council, MOA Watershed Division, AK Fish & Game, AK Legislators	Legislative Grant
6.5	Identify and fund potential conservation easement properties between consenting parties.		●				
6.5.a	Pursue the option to preserve areas of wildlife habitat within the UMED Core area through public/private partnerships.		●			MOA Watershed, MOA LRP, UMED Organizations, Great Land Trust, The Nature Conservancy, AK Center for the Environment	Great Land Trust, The Nature Conservancy, Grants

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		S	I	L	O		
7	ECONOMIC SUSTAINABILITY						
7.1	Support reinvestment in commercial and residential areas that reinforces a sense of place and sustains the financial requirements of the property owners.	●			●		
7.1.a	Fund and complete targeted area studies to determine whether specific under-utilized properties could be developed with higher densities, increased building heights, and/or small lot development.	●			●	MOA LRP, Realtors, Developers, Community Councils	MOA, Grants, Developer
8	GROWTH AND CHANGE						
8.1	Shape future growth in accordance with the values expressed in this plan				●		
8.1.a	Provide Community Council participation on the UMED District Steering Team.				●	Community Councils	
8.1.b	Review and comment on UMED projects through the Community Council notification process.				●	MOA, Community Councils, UMED organizations.	
8.1.c	Complete an annual Capital Improvements Program list of projects for pedestrian, park, and roadway projects to be submitted to the MOA.	●				Community Councils	
8.1.d	Provide Assembly and AK Legislators input on issues facing the UMED neighborhoods.				●	Community Councils	
8.1.e	Provide input to projects that support and enhance a pedestrian-friendly neighborhood environment that prioritizes non-vehicular modes of transportation.				●	Community Councils	
8.1.f	Participate in the concept development of the UMED Village to accommodate a growing population and create a sense of community.				●	Community Councils	
8.1.g	Review transportation and infrastructure projects to ensure that projects enhance rather than detract from the District character.				●	Community Councils.	
8.2	Listen to and incorporate residential neighborhood and community council input early in the process.						
8.2.a	Use the community engagement process to allow all stakeholders including District employees, students, area residents, and community councils to share ideas and provide input.				●	UMED Organizations, MOA Departments, AKDOT&PF	UMED Organizations, MOA Departments, AKDOT&PF

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8.2.b	Encourage UMED organizations to communicate and coordinate efforts of a community interest on a regular basis.				●	UMED Organizations, MOA Departments, AKDOT&PF	UMED Organizations, MOA Departments, AKDOT&PF
8.2.c	Provide greater transparency by facilitating public online access to the Municipality of Anchorage's data, project information, etc.				●	MOA Departments	MOA Departments
8.2.d	Develop annual capital programs and operating budgets to respond to Community Council requests for district-wide improvements such as a snow plowing services, signage, interpretive plans, road, park and pedestrian improvements, etc.				●	MOA Departments	MOA Departments
8.3	Provide Community Council participation in the next UMED District Plan Update					Community Councils	
8.3.a	Nominate Community Council members to represent the neighborhoods on the next UMED District Plan update team.		●			Community Councils	
8.4	Establish a recommended revision/amendment date for the next UMED District Plan update.						
8.4.a	Evaluate and fund the UMED District Plan Update every 5-7 years.		●			UMED Steering Team	Grants

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